



NOACA Economic Development Subcommittee
Meeting Minutes
March 28, 2025
NOACA Offices

Present: Please see the attached attendance record.

Mr. Tony Gallo convened the Economic Development Subcommittee meeting at 8:35 a.m.

Introduction of New Members

The following new members introduced themselves:

- Mr. Khalid Bahhur, Retired Commissioner, Cleveland Hopkins International Airport
- Ms. Valarie McCall, BAC Chair and Chief Executive at Valarie McCall Consulting Agency
- Mr. Dave Greenspan, Alternate for Commissioner Marty Gallagher

Meeting Minutes

Mr. John Gall made a motion to approve the meeting minutes of December 6, 2024. Mr. Bahhur seconded the motion. The motion passed by voice vote.

Public Comments

No public comments were made at this meeting.

Executive Director's Report

Director Grace Gallucci made the following announcements:

- 2025 Congestion Mitigation Air Quality (CMAQ) Program Applications now available
 - Applications due May 2, available at www.noaca.org/cmaq
 - Eligible Projects
 - Vehicle/Machinery Updates
 - Bicycle and Pedestrian Facilities
 - Traffic Signal Timing/Connection Hardware
 - Applicant Webinar
 - April 9 from 10:30-11:30 a.m.
 - Email projects@mpo.noaca.org to register
- Enhanced Mobility for Seniors and Individuals with Disabilities (Section 5310) Program Project Solicitation
 - Provides support to transportation providers that offer coordinated transportation for seniors and individuals with disabilities
 - \$4.9 million available for SFY 2025-26, projects to be implemented in CY 2026-2027
 - Application and details at noaca.org/5310
- NOACA Climate Pollution Reduction Grants (CPRG) Program Community Projects Funding Opportunity
 - NOACA and the City of Cleveland allocated \$300,000 for local climate action planning and engagement (community projects) through CPRG Program

- Geauga, Lake, Lorain, and Medina County projects are eligible
- Cuyahoga County will coordinate climate action planning (and funding) through the City of Cleveland's CPRG planning budget
- Applications are due April 14 at 4:30 p.m.
- Application and webinar details: noaca.org/community-assistance-center/funding-programs/carbon-reduction-program-crp/cprg-solicitation

Action Items

No action items were presented at this meeting.

Presentation/Discussion Items

CEDS Performance and Implementation

Director Gallucci stated that NOACA previously developed a Comprehensive Economic Development Strategy (CEDS) to highlight the region's economic potential and attract investment and funding. The CEDS identifies and prioritizes regional economic development opportunities, helping to align resources and priorities across the area. It positions the region to better access additional funding and technical assistance from the U.S. Economic Development Administration (EDA).

Mr. Ronnie Blackshear presented information on the following:

- Background on the Economic Development Subcommittee (EDS)
- Background on the CEDS
- CEDS Vision Statement
- Overarching Goals for the Region
- 17 Key Topic Areas Identified in SWOT Analysis Process (7 highlighted)
- CEDS
- Performance Measures
- CEDS Performance and Implementation
- CEDS Evaluation Framework

Mr. Blackshear stated that the EDS's proper maintenance and execution of the CEDS will enable the Policy Committee to offer advice and policy recommendations to the NOACA Board, thereby helping shape the desired future of Northeast Ohio.

Mr. Blackshear welcomed input from the Subcommittee on the key topic areas.

Mr. Paul Herdeg inquired whether NOACA has received any updates or communications from the Department of Commerce or the EDA that might impact its plans, given the rapid changes from the new administration.

Director Gallucci responded that NOACA has not received any specific communications. While NOACA staff have been in discussions with the EDA regarding the Economic Development District (EDD), progress has been slower than anticipated.

Mr. Bahhur raised two questions regarding regional development and workforce readiness. First, he asked how NOACA identifies and engages current investors in active projects, such as hotel developments near NASA Glenn, and how these efforts can be incorporated into broader economic planning to avoid missed opportunities, both in the short and long term. Second, he addressed workforce challenges, specifically the need for early talent development. Referencing his experience at the airport, he emphasized the importance of introducing vocational training in high schools, such as CDL training, to prepare students not pursuing college degrees for

immediate employment opportunities in fields like snow plowing, law enforcement, and firefighting.

Mr. Blackshear mentioned that Aerospace/NASA Glenn is a key topic area. He suggested that the Subcommittee could also include the Aerozone Study among the key topics.

Ms. McCall recommended emphasizing the Aerospace/NASA Glenn topic area. She highlighted the significant developments at the airport, potentially involving a billion-dollar construction project, and noted several federal initiatives, including efforts to bring the NASA headquarters to Cleveland. Given its current prominence, she stressed the importance of showcasing Aerospace/NASA Glenn.

Mr. Blackshear clarified that although the Subcommittee identified seven key topic areas, NOACA may not have information for all of them. He emphasized that the remaining 10 areas are still important as they are interconnected. He also highlighted the importance of Aerospace/NASA Glenn, workforce development, and education, suggesting these could receive additional focus if the Subcommittee desires.

Mr. Gallo highlighted the significant role of ESCs (Educational Service Centers), particularly the Lorain County ESC, which actively supports the county's 17 school districts. The ESC is tasked by the state to build relationships with local businesses through the Business Advisory Council, a model that likely applies across other counties. There is synergy in Lorain County between the ESC, local schools, and JVS (career tech school), facilitating workforce development efforts. Mr. Gallo emphasized that this existing synergy should be leveraged rather than reinvented, and ESCs should be actively involved.

On the topic of Aerospace/NASA Glenn, Mr. Gallo mentioned an email from Mr. Matt Dolan, which stated that Team NEO is focused on advocating for Cleveland to host NASA's headquarters.

Mr. Gallo suggested that both NOACA and the Economic Development Subcommittee draft a letter of support, aligning the initiative with the region's Comprehensive Economic Development Strategy (CEDS).

Director Gallucci noted that the NOACA Board recently approved a resolution supporting the relocation of the NASA headquarters to the NASA Glenn Research Center. She suggested that a letter and action by the Subcommittee, as the keeper of the CEDS, would be helpful as well.

Mr. Blackshear stated that NOACA's partners, including Cleveland State University (CSU), Greater Cleveland Partnership (GCP), and Team NEO, will be supplying much of the necessary data. NOACA has outlined in its matrix that its staff will be responsible for collecting the data.

Mr. Blackshear emphasized that NOACA will gather existing information rather than create new data. This information will support the implementation and maintenance of the CEDS and help NOACA's partners with grant applications. Although communities apply individually, the efforts benefit the entire region, and NOACA wants to document regional activities across the five-county area.

Director Gallucci asked Mr. Blackshear how NOACA currently tracks developments like new hotels, office space, or residential areas and whether NOACA has any metrics in place to measure such activities. She asked if staff could come up with some metrics if there are none in place.

Mr. Blackshear mentioned that the NOACA staff will develop some metrics.

Director Gallucci stated that staff will give more thought to measuring progress and success.

Mr. Greenspan stated that he oversees Community and Economic Development in Lorain County. He mentioned that he sent Director Gallucci a copy of Lorain County's Strategic Plan, developed over 18 months with extensive community input. The plan aligns closely with NOACA's 17 key topic areas and focuses on education, housing, innovation, manufacturing as a component of the economy, and transportation. He highlighted recent initiatives, including a new housing study, a transit summit, and a successful microtransit pilot program that the county plans to expand.

Mr. Greenspan acknowledged his good relationship with Mr. Gallo but suggested there's room for stronger collaboration between the chamber and the county. He explained that he restructured the Department to more holistically track what businesses and industries are experiencing, assigning three staff members to oversee the county's 34 communities. Each person is responsible for 11 or 12 communities and serves as the single point of contact for identifying local growth opportunities, land assets, and business needs. This outreach effort is in its early stages, aiming to collaborate to build a comprehensive master roster of needs and activities across the county. He noted that Lorain County's Strategic Plan aligns closely with NOACA's 17 key topic areas and requested a meeting with Director Gallucci to discuss the Plan, emphasizing current priorities on housing and transit, both recently launched initiatives.

Mr. Blackshear highlighted several performance measures that were initially approved by the Subcommittee while noting that more could be added. He encouraged members to contribute additional information in this effort that could be helpful in better supporting the effective implementation and maintenance of the CEDS, as well as helping communities secure future grants and fulfill reporting requirements.

Mr. Bahhur raised the idea of leveraging relationships with the region's three major healthcare institutions to improve community healthcare access. He suggested thinking creatively and proposed exploring direct partnerships with these institutions to provide more affordable healthcare, especially for uninsured individuals and businesses facing high insurance costs. He believed such efforts could spur regional development. He also floated concepts like medical tourism and ensuring communities are adequately served, emphasizing that these innovative ideas could have long-term benefits.

Ms. Emily Garr Pacetti inquired whether other funding is available to help support local, regional, or statewide projects or if the funding solely comes from the EDA. She asked if communities could explore broader funding sources. She suggested that this could be an opportunity for communities to coordinate and leverage existing efforts across the region.

Director Gallucci explained that the Subcommittee was formed due to NOACA's completion of a CEDS, for which NOACA serves as a caretaker. She suggested expanding NOACA's role to pursue broader partnerships and funding, including the possibility of increasing member dues, like those for the Water Quality Program. This could support economic development efforts. Although the new Economic Development District (EDD) status will bring in funding, it may still fall short of what is needed to operate effectively as a District.

Ms. Pacetti requested clarification from Director Gallucci on the specific types of data NOACA is seeking related to new development. She noted her understanding that residential and commercial development were part of the discussion and asked for confirmation on the exact data being targeted.

Director Gallucci noted that there are ways to gauge NOACA's progress in development, such as tracking physical growth through metrics like the square footage of new buildings. She added that NOACA staff will need to spend more time developing a clear approach to capturing and measuring this type of data.

Ms. Pacetti stressed the importance of consistently measuring performance over time using whatever data is available. She highlighted the value of incorporating comparator metrics, especially in sectors like healthcare, where significant regional changes are anticipated. By benchmarking against similar geographies and tracking historical trends, she suggested NOACA could gain more meaningful insights and a broader understanding of regional progress.

Mr. Patrick Mohorcic explained that much of the work described is eligible for CDBG funding. Communities must create annual plans using metrics. There are ways to put together multiple funding solutions. CDBG funds could be used when applying for an EDA grant.

Mr. Ebersole supported the use of benchmarking and agreed that the metrics mentioned by Mr. Blackshear were reasonable. He recommended that NOACA staff start to gather data so the Subcommittee can better evaluate and identify any gaps. To simplify the analysis, he suggested grouping the 17 key areas into smaller subsets or tiers, for example, combining innovation, entrepreneurship, and workforce development into a broader talent-focused category. He believed this approach would make the discussions more manageable, especially by focusing on 4 or 5 priorities instead of 17. He also proposed that the Subcommittee review some data at its next meeting in June.

Mr. Blackshear explained that identifying and prioritizing 17 key topic areas was originally planned during the development of the CEDS but was delayed. Now, with a regional approach across five counties, the Strategy has expanded to over 100 initiatives. Due to limited external input, he had to refine the list based on local relevance and ongoing efforts. He noted that the Subcommittee ultimately agreed on seven key focus areas. Mr. Blackshear asked members if they wanted to focus on the following areas initially:

- Workforce Development
- Healthcare
- Manufacturing
- Innovation and Entrepreneurship
- Aerospace/NASA Glenn

Mr. Blackshear stated that the remaining 10 areas are still relevant and will be prioritized later. The process is currently focused on data gathering, which will guide future decision-making.

Mr. Blackshear noted that no specific action areas have been identified yet, as the team is still reviewing all key topic areas. He stressed the importance of making informed prioritizations based on comprehensive data, which is expected to be available before the next meeting.

Mr. Blackshear emphasized that NOACA aims to refine its approach and establish a clear starting point. He noted that the Subcommittee needs to prioritize key areas before moving forward, acknowledging that the vision for the region spans many years. NOACA's goal is to remain competitive, recognizing that while some regions have achieved EDD status in a year, others have taken over a decade. In the meantime, NOACA is working proactively and operating as if it already holds EDD status. Once NOACA obtains EDD status, it will need to have key information readily available to ensure smooth operations. While not all funding is accessible through the EDA, achieving EDD status would enable NOACA to pursue grants like the Good Jobs Challenge. The designation could support and enhance many of the region's identified initiatives. With access to extensive data, NOACA would be well-positioned to move projects forward. The EDD status would apply specifically to the NOACA region.

Ms. Annie Pease requested clarification from Mr. Blackshear regarding the type of funding that would be available from the EDA after NOACA obtains designation as an EDD.

Mr. Blackshear estimated that between \$50,000 and \$75,000 might be available for planning grants and technical assistance. He requested additional details from Ms. Molly Schnoke to clarify the funding specifics.

Ms. Schnoke explained that the EDA reviews all project submissions from regions with a CEDS. While having an EDD may enhance a project's competitiveness due to stronger regional collaboration, it does not guarantee more funding, except for planning grants, which are available only to communities with an EDD.

Mr. Gallo noted that under the reports and updates section of the agenda, Mr. Blackshear would be providing an update regarding the EDD designation process.

Ms. Schnoke responded to Mr. Mohorcic's comment about Community Development Block Grant (CDBG) funding, noting that it ties into the broader question of alignment and implementation. She described it as a practical suggestion, highlighting how to work with communities as they apply for and submit CDBG-related projects. While CDBG funding falls into a different category of activity, she emphasized its importance for the next steps in advancing implementation efforts.

Mr. Herdeg made a motion to have NOACA create a letter of support on behalf of the Economic Development Subcommittee to represent the CEDS. Mr. Bahhur seconded the motion. The motion passed by voice vote.

CY 2025 Economic Development Subcommittee Focus Areas

Mr. Blackshear reviewed the purpose, goals, 2024 focus areas, and the following 2025 focus areas:

| 2025 Focus Areas | |
|---|---------|
| Implement and refine adopted performance measures | Ongoing |
| Continue development of a grant strategy | Ongoing |
| Promote community collaboration through regional projects | Ongoing |
| Educate communities on the CEDS and its benefits to their areas | Ongoing |
| Create a centralized repository for all information | Ongoing |
| EDA approval of the economic development district (EDD) designation | Ongoing |

Mr. Blackshear emphasized that adopting focus areas enables the Economic Development Subcommittee to better prioritize strategies, coordinate and promote development efforts, and engage public, private, and non-profit sectors in the implementation and ongoing support of the CEDS.

Mr. Herdeg stated that all the focus areas were great. He voiced support for the focus area *"Promote community collaboration through regional projects."* He acknowledged that regional collaboration can be difficult due to communities' tendency to focus on their own interests. However, he emphasized the importance of overcoming these barriers and pointed to successful regional initiatives as positive examples of what can be achieved through cooperative efforts, such as the CPRG project involving sustainability teams in Cuyahoga and Painesville and a "super site" project in Lorain County, expected to bring jobs and business opportunities to the region.

Mr. Herdeg emphasized that the Economic Development Subcommittee serves as a valuable platform for continued regional cooperation and collaboration.

Director Gallucci expressed her desire for the Subcommittee to play a key role in developing a framework focused on evaluating larger projects that are sustainable on a regional level.

Mr. Blackshear referenced a Cleveland *Crain's* article titled "*Up Your Focus on Economic Development to Compete with Central Ohio,*" which references a statement made by Governor Mike DeWine, who emphasized the challenge of uniting regional communities to collectively demonstrate their potential. Despite growth and positive developments in the area, collaboration and cooperation remain important for continued regional progress.

Director Gallucci elaborated on the article, explaining that Governor DeWine highlighted Columbus's growth, attributing it to the city's proactive efforts, and challenged Cleveland, specifically Greater Cleveland, to take a similar initiative. Director Gallucci suggested that the Economic Development Subcommittee and the CEDS could drive progress in the region.

Mr. Gallo shared that Mr. Matt Dolan recently spoke at Lorain County's public-private partnership meeting. Mr. Dolan highlighted that none of the three major current projects near Columbus are in Franklin County itself; they are in surrounding counties. However, Columbus will still benefit, illustrating how regional developments can have widespread positive impacts. Mr. Gallo emphasized that a major or "mega" site in Lorain County or Northeast Ohio would similarly benefit the broader region, a point that should be consistently reinforced.

Mr. Blackshear stressed the importance of regional unity, noting that while one county is more populated, the other four offer valuable assets such as available land. He emphasized that collaboration among all counties could lead to significant regional benefits and positive outcomes.

Reports/Updates

Economic Development District (EDD) Update

Mr. Blackshear explained that NOACA submitted its CEDS to the EDA in January 2024 and is currently addressing feedback from the review. He noted that NOACA is confident in the submission and is actively working to move the process forward. Although EDD designation is not the final objective, it would open new funding opportunities from the EDA to support regional development efforts.

Director Gallucci shared that she met with EDA representatives the previous Monday, during which they asked why NOACA was seeking EDD designation. She explained that there are three key reasons behind NOACA's pursuit of the designation:

1. NOACA would gain access to additional funding it currently lacks. The funding is a small amount.
2. To present itself as a unified region and improve collaboration and cohesiveness. The EDD designation has a certain level of status to it, not only for grant purposes but also for psychological purposes.
3. By achieving EDD designation, NOACA would be more competitive with other regions, such as Detroit, Pittsburgh, and Columbus, which are already designated districts.

Director Gallucci asked members of the Subcommittee to help get resolutions or letters of support from each of the five counties. She asked members to reach out to Mr. Blackshear to get more information on that and copy her on the email. NOACA staff will prepare a draft template and send that out to members. Members can get the letter or resolution approved by their appointing authorities (council or commissioners).

Director Gallucci also explained that NOACA needs to prepare a five- to ten-page justification report outlining why it should be designated as a district. Although the EDA has not yet provided the official criteria, NOACA was encouraged to draft its own version and share it with the

Subcommittee for feedback. She invited members to contribute to the report to strengthen its content.

Director Gallucci pointed out that the EDA apologized for the delay in reviewing NOACA's submission, which had been sitting in their office for a year due to staffing shortages. Several resignations last year left positions unfilled, and currently, one EDA representative is covering both Michigan and Ohio, adding NOACA's submission to an already full workload. The update highlights the administrative challenges impacting the review process.

Director Gallucci invited questions from the Subcommittee.

Mr. Mohorcic highlighted the importance of EDD designation by sharing Lake County's challenges. Despite having a Comprehensive Plan and a Coastal Development Plan, the County's applications for EDA grants have been unsuccessful due to not being part of an EDD. He explained that EDA prefers to see coordinated, strategic plans over isolated applications, and Lake County's lack of EDD status has hindered its ability to secure funding for tourism and lakefront development projects.

Director Gallucci clarified that while the EDD designation may not unlock significant new funding beyond planning, operations, and technical assistance, it enhances the competitiveness of applications. Communities and NOACA as a district would score better on EDA grant applications, improving their chances of receiving funding.

Mr. Mohorcic shared that each local workforce development area must develop a five-year regional plan. His area, now called the Northern Ohio Workforce Area, is currently gathering regional data to meet the requirements of the Workforce Innovation and Opportunity Act (WIOA), which will be submitted to the state and then to the U.S. Department of Labor. Mr. Mohorcic noted that his organization would be happy to provide workforce information to Mr. Blackshear.

Mr. Blackshear shared that NOACA submitted a letter of support to the EDA representing all five counties. The EDA wants individual letters to demonstrate each county's acceptance and support for securing the EDD designation.

Mr. Jeff Sleasman shared that Mr. George Williams, a fellow working with the Fund for Our Economic Future (the Fund), is participating in the EDA-funded Economic Recovery Corps Program. Mr. Williams arrived in Cleveland from Portugal in February and is working with the Fund and Lorain County. The fellowship aims to strengthen regional collaboration and support economic recovery initiatives.

Mr. Sleasman shared two key points about the fellowship program supported by the EDA:

1. **Positive Communication Tool:** The fellowship is a valuable talking point when engaging with the EDA, which has already provided support. The team is grateful for this.
2. **Funding Uncertainty:** About six weeks ago, there was a false alarm that the fellowship would abruptly end one year into a 2.5-year program. This incident has left fellows feeling uneasy, as there is still no clarity on long-term funding. With 40 fellows across the U.S. and territories, this uncertainty is problematic, especially since host organizations rely on full program completion.

Mr. Sleasman stressed that fellowships are not full-time employment, and the ongoing instability is difficult to manage. He encouraged those with connections to the EDA, elected officials, or administrative leaders to advocate for sustained support of the Economic Recovery Corps fellowship. He emphasized that the collaborative value the program brings to the region greatly outweighs its cost.

Mr. Gallo commented that Mr. Williams has been great.

Ms. Schnoke noted that many federal agencies are increasingly requesting stories that illustrate the impact of federal awards on communities. She recommended compiling a narrative for the EDD designation and using elements of that story to write letters of support, advocating for continued funding of EDA programs. The stories are valuable during federal calls and reporting. She recommended that Mr. Sleasman consider writing such a story, highlighting the positive outcomes and regional impact of EDA-funded initiatives.

Mr. Greenspan acknowledged the regional interest in Lorain County's mega site and expressed appreciation for the attention and support it has received. He noted that while he could not speak to comments made previously, he was committed to improving communication about the project's activities. The project involves federal coordination and presents a strong opportunity for regional collaboration. Mr. Greenspan agreed to relay this message to the County Commissioners and Administrator, promising they will be more transparent and collaborative moving forward.

Ms. McCall shared that a bipartisan letter from two senators and several congresspeople had been sent to advocate for relocating the NASA headquarters to the NASA Glenn Research Center. She suggested that NOACA consider requesting another joint letter from the senators, highlighting both the local benefits and the region's ongoing efforts, underscoring the strategic importance of the move for Northeast Ohio.

Director Gallucci mentioned that NOACA staff would prepare a draft letter to be shared with senators and representatives, seeking their support by having them send the letter on NOACA's behalf.

Old Business

No old business was discussed at this meeting.

New Business

No new business was discussed at this meeting.

Adjournment

Ms. McCall made a motion to adjourn the meeting at 9:59 a.m. Mr. Mohorcic seconded the motion. The motion passed by voice vote.

The next regular EDS meeting will be Friday, June 27, 2025, at 8:30 a.m., at the NOACA offices.

Note: Additional information on the agenda items can be found on [NOACA's website](#) and [YouTube channel](#)



**NOACA Economic Development Subcommittee
2025 Attendance Record**

| Meeting Dates | 3/28/25 | 6/27/25 | 9/26/25 | 12/5/25 |
|---|----------------|----------------|----------------|----------------|
| BAHHUR , Khalid (Alternate not Designated) | X | | | |
| BEVERAGE III , Morris W. (Morgan McIntosh, Alternate) | A | | | |
| BIBB , Justin (Jeff Epstein, Alternate) | | | | |
| BRAKEY , Carolyn (Shane Hajjar, Alternate) | | | | |
| BURKE , Bethia (Jeff Sleasman, Alternate) | A | | | |
| CIMPERMAN , Joe (Alternate not Designated) | | | | |
| COCCO , Dennis (Jim Walburn, Alternate) | A | | | |
| DEEMER , Michael (Sam Rocco, Alternate) | A | | | |
| DENTLER , Bethany (Jake Altman, Alternate) | | | | |
| DOLAN , Matt (Christine Nelson, Alternate) | | | | |
| GALLAGHER , Marty (Dave Greenspan, Alternate) | A | | | |
| GALLO , Tony L. (Alternate not Designated) | X | | | |
| GILBERT , David (Hannah Belsito, Alternate) | | | | |
| HARRISON , Aaron M. (Julie McNabb, Alternate) | | | | |
| HERDEG , Paul (Vaughn Johnson, Alternate) | X | | | |
| HOFSTETTER , Gina (Alternate not Designated) | | | | |
| KARP , Ethan (Tracy Francescone, Alternate) | A | | | |
| JACONO , Julie (Matt Riehl, Alternate) | | | | |

| Meeting Dates | 3/28/25 | 6/27/25 | 9/26/25 | 12/5/25 |
|--|----------------|----------------|----------------|----------------|
| MOHORCIC , Patrick (Myranda Keister, Alternate) | X | | | |
| MCNAIR , Tom (Joesrose Bourdeau Small, Alternate) | A | | | |
| PACETTI , Emily Garr (Merissa Piazza, Alternate) | X | | | |
| RIDDELL , Jeff (John Gall, Alternate) | A | | | |
| RONAYNE , Chris (Debbie Berry, Alternate) (Annie Pease, Alternate on 3/28/25) | A | | | |
| ROSE , Michelle (Alternate not Designated) | | | | |
| SCHNOKE , Molly (Alternate not Designated) | X | | | |
| SHAH , Baiju R. (David Ebersole, Alternate) | A | | | |
| TBD , Cuyahoga Community College (Alternate not Designated) | | | | |
| NOACA Equity Subcommittee Chair | | | | |
| BLACKWELL , Annette (Aria Johnson, Alternate) | A | | | |
| NOACA Business Advisory Council Chair | | | | |
| McCALL , Valarie (Kevin S. Schmotzer, Alternate) | X | | | |

X = Member A = Alternate